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FY 2007 - 2010 Strategic Plan

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Introduction

Idaho's citizens say the state's economy, education system and job creation are the three most important issues facing Idaho today.

As U.S. and global economies strengthen, Idaho's economic potential is expected to exceed its neighboring states. If we address the priorities articulated by our citizenry, Idaho will keep business costs affordable and invest in attributes that foster leadership, an educated and technically skilled workforce, and public infrastructure facilities. These investments, coupled with a focused marketing effort, will position Idaho nationally as a place of economic opportunity and high quality of life.

This plan outlines Idaho Commerce & Labor's (ICL) mission and goals for promoting increased economic opportunity for all Idaho's citizens. The strategies, tactics and performance standards are prioritized with input from a survey conducted in the spring of 2003. More than 1,000 business leaders representing both the public and private sector were asked to respond to a web survey covering a variety of economic development issues. Input was also gathered from a series of regional workshops held around the state as well as from the department's advisory councils, including the Idaho Economic Advisory Council, the Idaho Travel Council, Governor Kempthorne's Science and Technology Advisory Council, the Governor's International Trade Advisory Committee, the Idaho Rural Partnership, and the Governor's Workforce Development Council. This plan also reflects work accomplished by the 21st Century Blue Ribbon Task Force and 21st Century Workforce Policy Academy.

OUR VISION

Idaho Commerce & Labor, as the state's lead agency for job creation, building communities and marketing the state, envisions an Idaho that possesses:

- A diverse economy;
- A skilled and educated workforce;
- State of the art public facilities;
- Progressive leadership;
- A willingness to cultivate next generation technologies;
- Industries that care about Idaho's environment;
- Businesses that see Idaho as their home and the world as a marketplace.

OUR MISSION

Create jobs, strengthen communities and market Idaho.

OUR CORE VALUES/GUIDING PRINCIPLES

Customer Focus - Internal and External

Customers are our top priority. We treat all customers as we wish to be treated. We strive to understand their needs and expectations and align Department services to meet those needs. We respond with timely, responsive, and flexible services. We strive to work cooperatively with all our customers, including local, state, tribal and federal government officials as well as customers within our Department. We keep our customers informed.

Creating a Positive Culture

We are creative, innovative and flexible. We make decisions based on knowledge and facts. We continuously seek to improve quality of service. We value teamwork. We encourage participative decision-making. We are responsive, efficient, effective and prompt. We are part of the solution.

Building Capacity

We value our employees. We give credit and share rewards. We cooperate and help others grow. We listen to our employees so we can understand their needs and communicate freely with them. We identify mutual benefits. We are an innovative, solution-oriented team. We provide our employees with the tools and training they need to do their jobs and provide quality customer service.

Ethical Conduct

We use public resources responsibly. We treat others with respect and dignity. We value and expect honesty and integrity. We are responsible and accountable for our actions.

OUR PROGRAMS and SERVICES

Idaho Commerce & Labor works to create jobs and advance the welfare and prosperity of its citizens, upgrade public facilities necessary for economic growth, and promote Idaho's products, people and places. Committed to ensuring access to a comprehensive menu of quality services, education, training and information for all its customers and partners, the agency offers many economic development and employment-related programs such as:

EMPLOYMENT SERVICE (ES) provides a broad array of automated and personalized labor exchange services to *job seekers* and *businesses*. These services ensure access to quality jobs for Idaho citizens; a skilled labor pool for the business community; access to resources, job search training and support; specialized recruitment assistance, business incentives, business resource centers and seminars.

UNEMPLOYMENT INSURANCE (UI) provides partial replacement of wages to eligible workers who lose their job through no fault of their own. Idaho's unemployment insurance system protects the integrity of unemployment insurance and other public funds through a variety of activities, and works to sustain a ready workforce in the labor market for businesses seeking new employees.

JOB TRAINING programs provide life-long learning opportunities for Idaho's new, current and transitional workers. These programs include:

- The **Workforce Investment Act (WIA)** which prepares disadvantaged youth and adults for entry into employment and ensures reemployment for workers dislocated because of economic factors;
- The **Trade Adjustment Assistance Program (TAA)** offering retraining and reemployment services for workers who lost their jobs as a result of foreign trade;
- **Job Readiness and Job Placement for Welfare Recipients**, provided in Southeast Idaho under contract with the Department of Health and Welfare to aid in developing skills leading to employment and self-sufficiency.

BUSINESS DEVELOPMENT SERVICES works to help existing Idaho businesses start-up, expand and find new markets; attract new businesses to Idaho; fund local economic development efforts; and develop, maintain and disseminate economic and demographic data.

THE IDAHO OFFICE OF SCIENCE & TECHNOLOGY helps entrepreneurs to create new businesses and job opportunities across the industry sector; bolster industry-related research and development activities; and bring together the state's government, education, private sector and research resources to foster long-term growth in science and technology.

Idaho's **WORKFORCE DEVELOPMENT TRAINING FUND (WDTF)** supports economic expansion by funding employee training programs for new and expanding businesses.

COMMUNITY AND RURAL DEVELOPMENT provides financial and technical assistance to Idaho's cities and counties for construction and rehabilitation of public facilities necessary to support economic diversification, job creation, business expansion and a sense of community.

THE IDAHO RURAL PARTNERSHIP fosters collaboration between public and private resources to strengthen communities and improve life in rural Idaho and promote mediation between the federal, state and private sector.

IDAHO DISABILITY DETERMINATIONS SERVICE (IDDS) assists the Social Security Administration in processing disability claims. Its function is to make determinations about whether individuals applying for Social Security disability benefits meet the criteria for medical severity to ensure a fair and timely consideration for those individuals determined to be eligible.

INTERNATIONAL TRADE helps Idaho's businesses export goods and services, develop new markets, increase foreign awareness and acceptance of Idaho's products and services, and coordinates the state's protocol efforts.

RESEARCH, DATA, AND INFORMATION SERVICES provide a broad variety of data at the state, regional, and local level on past, current and projected labor market conditions, including information on occupations, wages, job openings and skill levels. Statistics on employment and unemployment serve as key economic indicators and are produced in cooperation with the U.S. Department of Labor's Bureau of Labor Statistics.

IDAHO LABOR LAWS define the state's responsibilities for administering Idaho's wage payment and farm labor contractor licensing laws, ensure payment of wages, and help businesses comply with these laws through education.

TOURISM DEVELOPMENT works to expand Idaho's tourism and recreation industry by marketing the state's travel opportunities at home and abroad; distributing grants to communities to promote tourism; developing, soliciting and promoting tourism events; and developing the state's film industry.

MARKETING ASSISTANCE is available for businesses that want to market products and services domestically and abroad and for communities that wish to market local travel attractions and economic development opportunities. ICL also offers a variety of educational programs that advocate for a unified marketing and communications strategy between the public and private sector on behalf of the State of Idaho.

EXTERNAL FACTORS

Various factors occurring internationally, nationally, and locally have the potential to significantly affect the Idaho Commerce & Labor's ability to achieve the goals and objectives outlined in this plan.

THE ECONOMY

The national and international economies affect Idaho's overall business climate and export industries. Likewise, Idaho's economy is greatly affected by the value of commodity prices such as semiconductors and agricultural crops. Reductions in federal spending for defense, agriculture, energy and public land management increase unemployment and impact small businesses dependent on federal contracting opportunities. (See Declining Federal Funding.) State and federal funding levels affect the department's programs dependent on funding for staff resources, promotional activities and travel.

- **Work Force Availability.** Even with low unemployment rates, the churning in the economy will continue to cause disruption for Idaho's workers. The demand for services will outstrip available resources to serve those who have lost their jobs. National Emergency Grant funds will be needed to meet the demand for dislocated worker services. Trained workers are critical to companies that wish to expand or relocate in today's competitive economic environment. Employers are becoming increasingly concerned with the lack of available workers to meet business needs. Idaho's ability to prepare workers with skills meeting the demands of today's employers will increase its ability to retain and attract quality companies and higher paying jobs.
- **Unemployment Insurance.** Idaho's economic recovery has reduced the pressure on the state's Unemployment Insurance Trust Fund. Higher employment has resulted in increased tax collections while benefit payouts have dropped to levels not experienced since 2000. In addition, legislative changes to Idaho's unemployment insurance program will further reduce benefits while increasing taxes. The net result of these factors is that Idaho's Unemployment Insurance Trust Fund is recovering from its previous depressed levels.
- **Interest Rates** have a profound impact on the economy, business expansion and job creation. Higher rates slow economic expansion and make it more difficult for business to obtain financing for expansion.
- **Currency Values**, especially the value of the American dollar relative to other currencies, affect volume and direction of international trade flow as well as the number of international visitors. A weaker dollar relative to foreign currencies can make Idaho's products and services and travel opportunities more affordable to foreign buyers.
- **International Trade/Factors** affect export sales. Trade agreements such as the North American Free Trade Agreement and the General Agreement on Tariffs and Trade provide both opportunities and challenges for companies opening new markets in Idaho and increasing competition on a worldwide basis. International health issues such as avian flu may impact the willingness of Idaho's companies to travel and conduct business in international markets. They also can affect the ability of international

companies, their employees and foreign visitors to travel and conduct business in Idaho.

- **Energy Costs** affect the cost of doing business in Idaho. The availability of power, impediments to development of alternative power generation and drought can impact all sectors of Idaho's economy.
- **Availability of and Access to Health Care and Health Insurance** are critical needs in much of Idaho, especially in rural areas of the state.
- **Availability of and Access to Affordable Housing**, like health care, are also critical needs throughout much of the state.
- **Federal, State and Local Taxes and Regulations** affect all business and community development activities. Stable, equitable tax systems and a fair and predictable regulatory environment make Idaho more competitive in business recruitment and expansion activities.
- **Public Land Management Policies** can affect growth and profitability of Idaho's agriculture, forest products, mining and outdoor recreation industries.
- **War/Terrorist Attacks.** Responses to these factors impact attitudes regarding business development and expansion as well as business and leisure travel decisions.

THE WORKPLACE

Because of fundamental changes to the workplace, the original assumptions on which our nation and state's labor exchange, training and unemployment insurance programs were based are no longer necessarily valid. As the primary source of those services in Idaho, this creates unique challenges and opportunities for Idaho Commerce & Labor. The revolutionary and far-reaching changes in today's workplace that directly impact Idaho Commerce & Labor include:

- Unprecedented technological change
- Increased competition in a global economy
- Decreased long-term job security
- Increased worker dislocations
- Decreases in low-skill, high-wage jobs within the workplace
- A widening "mismatch" between applicant skills and work habits and employer requirements and expectations

Idaho's changing labor market continues to generate increased demands for both the array and quantity of our services. Today's customers, both business and job seekers, are demanding a wider range of employment and training services. Customers want services to be more easily accessed and user friendly, and expect Idaho Commerce & Labor to make technology-enhanced services available to them.

DECLINING FEDERAL FUNDS

Since the majority of the department's Labor Division is federally funded, the decline in these funds has not allowed program and administrative resources to keep pace with the demands

for services. All major funding sources have declined dramatically beginning in 2003 and further reductions are expected. With Workforce Investment Act federal funds being reduced by 47 percent from 2002 to 2006, the state's workforce development system was restructured in 2005 by reducing the number of local workforce areas, saving \$1.4 million each year for services to Idaho's work force. The program is expected to drop another \$800,000 to \$1 million in 2007, bringing the funding to less than half of its level in 2002. Strategies must be developed to preserve the maximum level of customer service with funding levels that will be strained to support basic processes.

The Employment Service (ES) and Unemployment Insurance (UI) Grants have also suffered substantial reductions. The ES Grant has not had an increase in funding since 1995, and UI's base grant has been reduced over \$1.5 million per year over the past three years. We are anticipating another \$750,000 reduction in the UI base grant in Fiscal Year 2007.

Idaho Commerce & Labor's staffing levels have fallen significantly since the 1980s, making the task of providing services that much more difficult. In addition, the department's options to readily adapt to changing employment conditions are limited in many cases because of complex and overly restrictive federal regulations. For fiscal years 2007 and 2008, the Legislature appropriated Reed Act funds of \$4.5 million each year in order to maintain the department's current operation. Reed Act funds are federal funds collected by the Internal Revenue Service under the Federal Unemployment Tax Act and periodically deposited into state unemployment insurance trust funds. This appropriation was needed as a result of federal grant reductions in amounts greater than the request. In the absence of this appropriation, the department would have had no choice but to drastically alter its organizational structure, negatively impacting its performance that, in many areas, is among the best in the nation. The Legislature also increased the balance in the state-invested portion of the trust fund, increasing the interest earnings available for offsetting declining federal grants. But even with this state assistance, the department will be challenged to manage risk, maintain a focus on customer service and meet the challenge of expanding the economy.

LEGISLATIVE ENVIRONMENT

Many of Idaho Commerce & Labor's work force programs may be undergoing significant changes at the federal level. In a proposal introduced by the Bush administration, and similar legislation passed by the House, the Wagner-Peyser Act would be eliminated with functions and funding consolidated into the Workforce Investment Act. The legislation is intended to eliminate state employment service offices, replacing them with One Stop Career Centers. With the passage of the Senate version of WIA reauthorization in June, the legislation is poised for conference. While both bills articulate support for the one stop center concept, new limits on funding are too severe to support operating costs. The Senate bill retains separate funding streams and existing policies on participation of faith-based organizations. These are considered significant differences in philosophy that may prevent agreement in conference, but similar and perhaps more draconian proposals continue to surface. The department continues to monitor these proposals in anticipation of passage or the introduction of new proposals in 2007.

The Strengthening Idaho Act of 2006 authorized Idaho Commerce & Labor to administer several legislative projects designed to enhance economic and workforce development opportunities, especially in rural communities in the state. The Rural Broadband Connectivity

Initiative is designed to reimburse broadband investment plans in under-served rural communities. The Business and Jobs Development Fund allocates funds to use for costs associated with the recruitment of companies to Idaho. The Rural Economic Development and Integrated Freight Transportation Fund creates a revolving loan fund to help shortline railroads upgrade or expand their infrastructure. And the Incumbent Worker Training - Revolving Loan Fund focuses on helping nursing and commercial truck driving fields with financial assistance in training workers in these occupations. And lastly, the Rural Community Growth Management Initiative helps communities acquire qualified planning assistance to help facilitate the implementation of growth management strategies.

THE CHALLENGE

Idaho Commerce & Labor must address the challenge to meet the growing needs and expectations of its customers in an environment of dwindling resources. Despite the decline in funding, other external factors, and workplace realities, the department is committed to:

- Creating “customer-driven” systems and services to meet the needs of Idaho’s businesses and their employees
- Aligning department priorities, staff support and staff training with customer demands
- Empowering department employees to design changes to meet customer demands
- Streamlining processes to better meet customer demands
- Eliminating obsolete processes and unfunded programs
- Optimizing the use and flexibility of available resources in accordance with customer demands
- Working with the National Association of State Workforce Agencies and the National Governors Association Center for Best Practices to affirm our role in the nation’s workforce development system
- Partnering with other stakeholders in the employment and training system to combine resources and facilitate customer access to services
- Expanding our electronic service capabilities to improve access to department services through the use of self-help technologies and the Internet
- Working with other state agencies, higher education, employers and our other service partners to maximize the return on the public investment in the programs and services we provide.

Idaho Commerce & Labor has focused its efforts on developing new technologies to meet increased customer demand amid a reduction in staff and resources. Through the innovative concepts undertaken to maintain and provide these and additional services, the department can continue to meet its commitment to the job seekers, businesses and communities of Idaho.

Idaho Commerce & Labor Performance Measures and Benchmarks

Performance Measure	Benchmark – FY 2007
1)ES – Entered Employment Rate	72%
2)ES – Retention Rate	82%
3)Unemployment Insurance – Number of Initial Claims Made	174,200
4)Unemployment Insurance – Number of Weeks Claimed	723,000
5)Unemployment Insurance – Number of Covered Employers (subject to unemployment insurance laws)	50,000
6)WIA – Entered Employment Rate: Adult/Dislocated Worker	87%/90%
7)WIA – Placement in Employment or Education - Youth	50%
8)DDS – Productivity per Work Year (per worker)	258.6
9)Commerce – Number of jobs created in which ICL contributed	2,750
10)Commerce – Number of tourism contacts	760,000

- 1) Employment Service – The rate at which adult participants are employed in the first quarter after exiting the program – Federal program standard.
- 2) Employment Service – The rate at which adult participants are employed in both the second and third quarters after exiting the program – Federal program standard.
- 3) Unemployment Insurance – The number of first-time claims made for benefits – Determined by department research and projections.
- 4) Unemployment Insurance – Total number of weeks claimed for benefits – Determined by department research and projections.
- 5) Unemployment Insurance – Total number of employers that are subject to the unemployment insurance wage laws – Determined by department research and projections.
- 6) Workforce Investment Act – The rate at which adult participants are employed in the first quarter after exiting the program – Federal program standard.
- 7) Workforce Investment Act – The rate at which youth participants are either employed or enrolled in school during the first quarter after exiting a program – Federal program standard.
- 8) Disabilities Determinations Services – The higher the number in a given year, the greater the productivity per worker in terms of case decisions and processing – Federal program standard.
- 9) Commerce – Based on the department's contribution toward the creation and development of jobs in the state, usually through numbers of jobs pledged for grant programs and other activities – Determined by department research and projections.
- 10) Commerce – Total number of tourism contacts requesting information on the state – Determined by department research and projections.

Idaho Commerce & Labor Goals

1. Create Jobs
2. Strengthen Communities
3. Market Idaho

OBJECTIVES / AREAS OF EMPHASIS:

During this plan period, the department will focus on:

- Improving business services.
- Improving community infrastructure.
- Building job skills and meeting needs of Idaho's workers.
- Raising awareness of Idaho as a place to live, work, visit and operate a business.

GOAL 1: Create Jobs

Objective 1.1: Sustain and expand existing businesses.

- A. Introduce Idaho businesses to new markets through government contracting and international trade opportunities.
- B. Support individuals, business, economic developers, planners and other customers by developing and distributing vital labor market, demographic and economic materials to assist in business, education and economic decision-making.
- C. Market, educate and authorize approved expansion projects through tax-exempt private activity bonds.
- D. Identify and assess the export readiness of Idaho's companies.
- E. Help companies engage in international trade through targeted trade missions, shows and events.
- F. Utilize international offices in Korea, Mexico, Taiwan, China, Washington D.C., United Kingdom, Germany, Italy, France and Belgium to connect Idaho companies with international trade and tourism opportunities.
- G. Support business retention and expansion through the Workforce Development Training Fund and assist companies in its use.
- H. Through the Business Retention and Expansion initiative, communicate the availability of the department's services to existing Idaho businesses.

Objective 1.2: Attract new businesses to Idaho.

- A. Develop and implement a marketing plan to strategically market Idaho.
- B. Market Idaho as a location for business expansion in targeted regions.
- C. Assist businesses with customized location searches.
- D. Participate in targeted trade shows.
- E. Conduct targeted trade missions to recruit companies interested in relocating or investing in Idaho.
- F. In conjunction with the state's international offices, develop and implement marketing materials that highlight Idaho's economic, tourism and industrial opportunities.

Objective 1.3: Support entrepreneurial development.

- A. Provide information and technical assistance to those interested in starting a business.
- B. Provide financing opportunities in the state.
- C. Help companies identify new market opportunities.
- D. Support entrepreneurial development through education, workforce development training and economic development programs.

Objective 1.4: Support workforce development initiatives that prepare Idaho's workers for the 21st century.

- A. Through a variety of means and continued enhancements, work with our partners to create an *IdahoWorks* One Stop system ensuring that all customers have access to a comprehensive menu of quality employment, education, and training information and services at the initial point of customer contact.
- B. To the extent possible, integrate planning, oversight and program service delivery systems at the state and local levels for workforce and economic development programs.
- C. Support the Workforce Development Training Fund and assist companies in its use.
- D. Develop customer feedback mechanisms in order to offer the highest level of quality services based on program outcome measures and customer satisfaction.
- E. Implement the Governor's 21st Century Workforce Policy Academy goals under the direction of the Workforce Development Council.

Objective 1.5: Labor exchange services will meet the needs of our business and job-seeking customers.

- A. Provide customers a choice in the means of accessing labor exchange services by maintaining highly trained staff and comprehensive self-service automated systems.

- B. Ensure that targeted populations receive the same quality services provided to other customers.
- C. Expand access to services through continued enhancement of the *IdahoWorks* automated system.
- D. Provide access to trained workforce development staff to assist in career decision-making and worker recruitment.
- E. Serve as the lead in the *IdahoWorks* Career Center System by serving as One Stop centers throughout the state.
- F. Provide recruitment, job matching and placement services to address the workforce needs of Idaho's business community.

Objective 1.6: Strengthen Idaho's science and technology industry.

- A. Build, attract and retain a highly skilled, technical workforce.
- B. Invest in creating R&D excellence and promoting industry-university collaboration.
- C. Facilitate commercialization of technology developed in Idaho.
- D. Build an entrepreneurial technology culture that supports and nurtures new firm formation.
- E. Invest in the infrastructure needed to support a technology-based economy.
- F. Establish a national and international image for Idaho as a leading technology center.

GOAL 2: Strengthen Communities

Objective 2.1: Upgrade public facilities necessary for job creation.

- A. Distribute over \$10 million in federal and state funds to Idaho's communities each year for public facility improvements, strengthening the ability to attract and expand businesses.
- B. Fund public facility projects that improve the quality of life for Idahoans and attract and keep businesses in the community.
- C. Assist communities in providing public infrastructure for business expansion, attraction and job creation.
- D. Provide technical assistance to help cities and counties apply for grants to construct and rehabilitate public facilities such as sewer, water, streets, emergency facilities, senior centers and housing.

- E. Continually upgrade and expand the department's electronic and physical infrastructure.

Objective 2.2: Help communities establish and sustain local development efforts and organizations and create effective economic development strategies.

- A. Fund, organize and train economic development professionals in rural Idaho.
- B. Coordinate, sponsor and engage in leadership training activities throughout rural Idaho.
- C. Organize, train and certify Gem Communities.
- D. Develop and offer the annual Northwest Community Development Institute, sponsoring scholarships and training as needed.
- E. Assist local communities with innovative growth management strategies, which includes legislative projects such as the Rural Broadband Connectivity projects and others.
- F. Educate community and business leaders about the importance of international trade and the resources available to help local businesses through programs and partnerships.

Objective 2.3: Support the Idaho Rural Partnership to strengthen communities and improve life in rural Idaho.

- A. Assess conditions of rural Idaho.
- B. Advise public policy makers on rural policies and strategies.
- C. Identify and coordinate services and resources available to rural communities.
- D. Develop and promote private-public coordination and partnerships.
- E. Seek solutions to unnecessary impediments to rural development.
- F. Facilitate successful partnerships to support Hispanic entrepreneurship in Idaho.

Objective 2.4: Advocate for improvements in areas that impact Idaho's economy nationally and internationally (education, broadband connectivity, transportation, public land management, national recognition).

- A. Support the efforts of economic task forces and local economic development associations, such as city and county associations, the Idaho Association of Commerce and Industry, the Idaho Economic Development Association, the Idaho Chambers of Commerce and others in eliminating economic barriers.
- B. Use the Idaho Rural Partnership, the Inland Northwest Economic Adjustment Strategy, and other state, federal and regional agencies to support economic development efforts in rural areas.

- C. Consult and advise Idaho legislators on the department's efforts regularly.
- D. Improve transportation service to, from and within Idaho, including air service, seaports, and interstate and state highways.

Objective 2.5: Ensure a secure workforce.

- A. Maintain a balanced unemployment insurance system that offers adequate benefits to qualified workers, a fair and reasonable tax rate and appropriate balances in the benefit trust fund.
- B. Enhance automated systems to ensure efficient administration of the unemployment insurance system and ease of use for business and unemployment insurance claimants.
- C. Continue to participate in the Wage Record Information System and utilize other administrative services to maintain the integrity of the funds and to gather data for system performance.
- D. Maintain the state's New Hire Reporting system to ensure child support enforcement activities under Temporary Assistance for Needy Families and appropriate unemployment insurance benefit payments.
- E. Provide accurate and timely social security disability determinations to the citizens of Idaho.
- F. Continue to deliver customer education programs to assist businesses and workers to ensure compliance with and timely resolution of Idaho's wage payment laws.

GOAL 3: Market Idaho

Objective 3.1: Raise brand awareness of Idaho's attributes.

- A. In cooperation with other state agencies, continue to implement a branding strategy that encourages a consistent message, look and feel in all external Idaho marketing materials produced by the state.
- B. Share state research and marketing strategies with all private sector companies, tourism interests and economic development organizations interested in promoting Idaho.
- C. Engage in public-private partnerships to market Idaho.
- D. Raise national and international awareness of Idaho through feature articles and media coverage in print, radio, TV and the Internet.
- E. Develop a results-based advertising campaign and share results with the private sector.

Objective 3.2: Market Idaho's products and services domestically and internationally.

- A. Utilize the marketing plan to market Idaho as a place to do business.
- B. Promote Idaho products and services in the following targeted international markets: Asia, Latin America and Canada.
- C. Leverage international sister state relationships with Mexico, Canada, China, Taiwan and Korea to expand awareness of Idaho's products and services.
- D. Provide protocol and diplomatic services for international visitors.
- E. Explore business opportunities for Idaho companies in India.
- F. Continue to explore business opportunities in western China in mining, engineering, building materials, agricultural equipment and technology. Host incoming delegations from Xinjiang, Shaanxi, and Shanxi Provinces. Participate in trade events in Qinghai and Xian.

Objective 3.3: Develop and market Idaho's travel attractions and recreation industry—regionally, nationally and internationally.

- A. Advertise Idaho's tourism attractions in key domestic markets.
- B. Distribute/share tourism promotion leads with communities, tourism businesses and nonprofit organizations.
- C. Distribute tourism promotion grants to local communities and nonprofit organizations.
- D. Create and distribute the Official Idaho Travel Guide electronically and in print.
- E. Attend tourism industry trade and consumer shows in key domestic and international markets.
- F. Solicit film and commercial television projects to Idaho.
- G. Solicit, attract and promote tourism events to and in Idaho.

Objective 3.4: Conduct a marketing effort that will increase awareness of the department's services.

- A. Communicate the benefits and services of Idaho Commerce & Labor.
- B. Continue to develop and improve support materials for job fairs, trade shows and other consumer-focused activities.
- C. Coordinate, build and maintain the agency Web site and the state's Web portals to facilitate customer access to state services for business, jobs, travel and trade.

APPENDIX A

OUR CUSTOMERS AND PARTNERS

Idaho Commerce & Labor provides services to a variety of customers and partners with various entities to offer the listed services as well as to meet its goals and objectives.

CUSTOMERS

Businesses:

New and existing, rural and urban, small and large, local, national and international.

Individuals:

Job seekers, Unemployment Insurance and SS disability claimants, Job training participants, Special target populations (e.g., veterans, people with disabilities, migrant and seasonal farmworkers, students, chronically homeless, dislocated workers, and low-income individuals), visitors and tourists.

PARTNERS*

Private Industry

State and federal agencies and their officials

State, national and international policy councils and associations

Economic development associations

State and local Government (City officials, county commissioners, legislators, etc.)

City and county associations

Chambers of Commerce

Local, state, national and international business and trade associations

State commodity commissions

Public and private educational institutions

Training providers

Civic and advocacy groups

Non-profit organizations

*It should be noted that many of Idaho Commerce & Labor's partners have also been its customers, having received a service such as labor market information or technical assistance.